

Planetary Data System Leadership Team Development Assessment (TDA) Report

August 14, 2012



Measuring and managing your “Fifth-Force,”
Team Social Context

Assessment Participation Summary

26 Completed

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0 Not Completed

0 Opted Out

Note: The assessment informed participants that reports display all 'opt out' reasons

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Assessment Participation Summary

26 Completed

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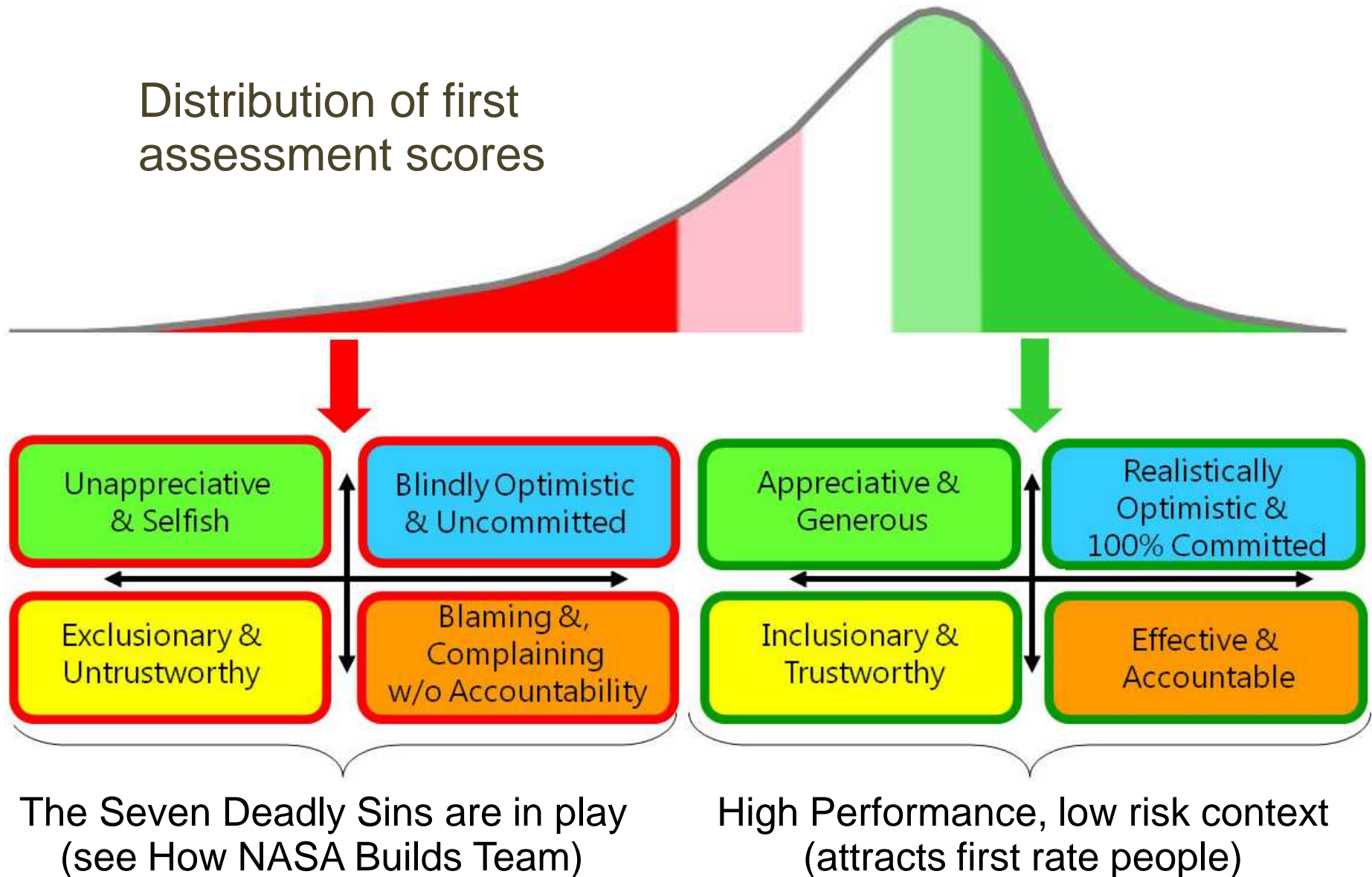
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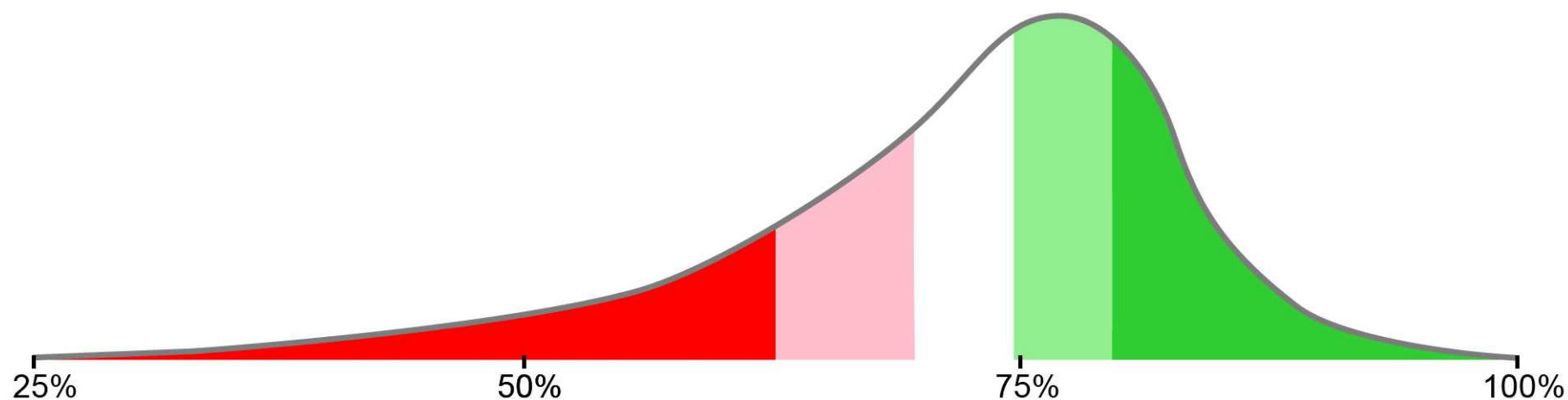
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Benchmarking Performance by Quintile

Distribution of first assessment scores



Team Score and Benchmarking Scale



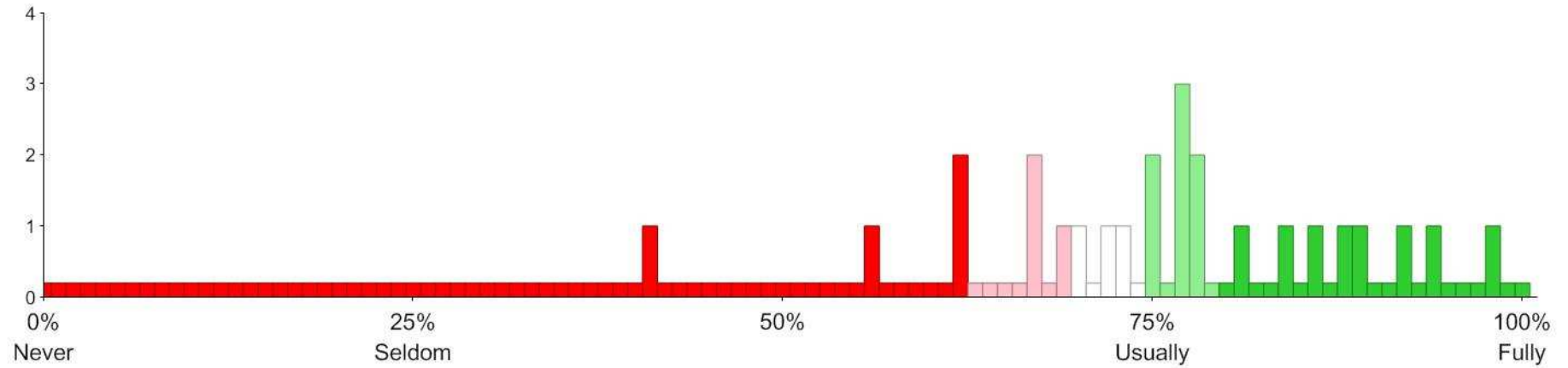
14 August, 2012

↑ 76%

Note: The display includes past assessment data

Each Participant's Perception

8/14/2012



Average Response 76%



Relative Ranking of Behaviors



Relatively low scoring behaviors are candidates for action items

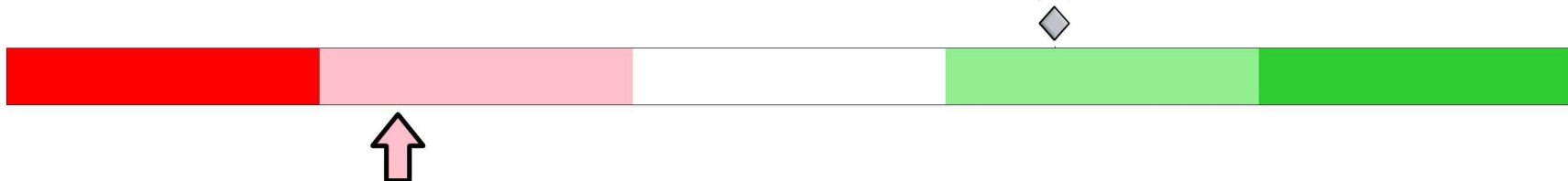
Note: We now display the quintiles as equal length rather than linear with score.

1. Expressing Authentic Appreciation

Your habitual expressions of authentic appreciation not only improve your performance, it makes being at work enjoyable. Why not create an enjoyable work experience when it is so easy? Moreover, your habitual expressions of appreciation create a team (and family) context of mutual respect. People communicate much more openly in this context. Open communications enhance performance and reduce risk.

Team members can meet the standard by appreciating others
Habitually, Authentically, Promptly, Proportionally and Specifically.
(We call this “HAPPS” appreciation.)

↑ This Behavior ◆ Average of all Behaviors



These are the reasons our teammates rated our behavioral norm as they did:

- "I feel appreciated and am not aware that any of my staff feel that our administration is unaware of their efforts. "

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1. Expressing Authentic Appreciation

- "I assume this refers to the Management Council and NASA management. I have never had found both the MC members and NASA management to be genuinely appreciative."
- "The PDSMC does, in fact, show appreciation to team members across the various disciplines."
- "sometimes it is difficult to get the MC to act"
- "Distributed organization, so most members of staff only interact locally. Most working group (.e.g, PDS4 SDWG & DDWG) members only receive direct feedback from their managers and relayed messages from the MC. I've heard strong positive comments during MC meetings, these even get captured in the minutes, but individual working group members don't attend and don't receive the minutes. Comments carried back by working group representatives don't seem to have the same weight or convey how much all of the council truly appreciates the efforts of all of the working group members."

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1. Expressing Authentic Appreciation

- "People in PDS work very hard, bring a wide range of skills to their tasks, and often have far more to do than time available. I'd rather see acknowledgement that unreasonable tasks aren't being met than pretend that everything is within budget and schedule."
- "Although there are strong differences of opinion on key issues facing the Planetary Data System, the team does indicate authentic respect and appreciation for the team members."
- "This is what I observe."
- "NASA HQ management full meets the standard while the PDS MC seldom meets the standard, so I split the difference. My Node manager is pretty good with our staff and would rate between Fully and Usually on a daily basis."
- "By their actions, they demonstrate authentic appreciation."
- "Within the limits of NASA contracts, management does an excellent job. Any lack of tangible appreciation is due to the governmental and legal constraints."

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1. Expressing Authentic Appreciation

- "I was not part of original or ongoing discussions regarding the Team Development Assessment. So, I may have missed out on original context of various topics ("authentic appreciation", "shared interest", etc). I'll proceed with the assessment descriptions of these terms and my own assumptions for now. I suppose there is appreciation, on overage, across the team (?). Although I did consider selecting "In-between" just below my selection. That is, one area that may show in my overall assessment is related to differing requirements across the disciplines (e.g. possible lack of understanding and impact related to varying data storage requirements, differing user demands and expectations, etc.)."
- "When problems are identified there is sometimes a tendency to not appreciate what has been accomplished. This not only disheartens but typically results in a lost time and resources as things are re-questioned."
- "There is generally very little feedback from leadership."
- "Leaders sometimes lack vision as to where PDS is going, either short term or long term."

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1. Expressing Authentic Appreciation

- "Lack of specific and well defined effort to show appreciation"
- "The leadership team spends a lot of time discussing/arguing details but little time appreciating either leadership teammates or others across the PDS."
- "PDS can often focus on what's broken, forgetting to build on what's working. This translates into people. I think the PDS teams could benefit from a HAPPS type environment."
- "Expressions of appreciation are not all that rare, it's just that to me they nearly always seem perfunctory - even pro forma, like a requirement that has to be fulfilled in order to check off a box on an evaluation somewhere. This seems to be reinforced often by subsequent action. I'll work on a piece of analysis or design, present it, and the team leader will say something complimentary, but then the product (design or analysis) is either forgotten, ignored, or altered in a way that results in something contrary to my initial goals or working parameters."

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1. Expressing Authentic Appreciation

- "I don't believe there is any attempt to express appreciation within the PDS leadership team. It is rare that we offer support or approval to each other."

1. Expressing Authentic Appreciation

Actions/Exercises

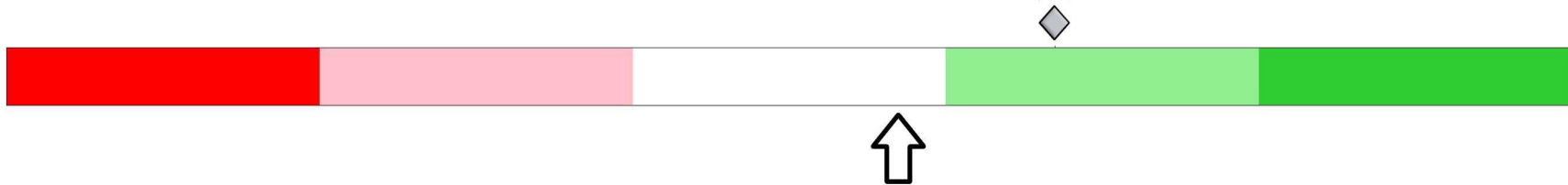
1. Place discussions of “Expressing Authentic Appreciation” on your staff meeting agendas. Ask colleagues to share stories about their observations and experiences with this behavior. Also, ask for at least one expression of authentic appreciation from the group – you may be surprised at peoples’ willingness to participate.
2. Our three-day Workshop contains an excellent experiential appreciation module. Download the PowerPoint slides at www.NASATeambuilding.com and have your 4-D Network Provider or Client Program Manager (CPM) present the module, or study the slides and present the module yourself
3. Look for opportunities to express appreciation for people you work with and live with. If you live in gratitude, opportunities will surely appear.

2. Addressing Shared Interests

If we could place one saying on every desk it might be, “People do things for their reasons not ours.” When you address interests you share with others, you make the reasons the same. Your payoff is improved relationships at work and in your family. It is usual in the workplace for conflict to develop across organizational interfaces. You can reduce this conflict making the Shared Interests inquiry, “What do they want that I can want for them also?”

Team members can meet the standard by addressing the interests they share with others, especially when conflict inhibits performance.

↑ This Behavior ◆ Average of all Behaviors



These are the reasons our teammates rated our behavioral norm as they did:

- "MC listens to all, maybe too much"

Continued on the next page

2. Addressing Shared Interests

- "I think our management represents our interests and strives to make upper administration aware of our workload and problems that might be solved via advance mission planning, etc. "
- "Leadership is open and communicative about issues."
- "PDS is a federated organization, sharing interests and collaboration are key to success and the leadership team fully understands the importance."
- "PDS Management wants us to succeed and generally provides the tools necessary to achieve success . I've worked on projects that this was not the case so I recognize the difference."
- "In general, the PDS shows shared interest in how each node addresses their approach to archiving. In some cases, appreciation seems to be expressed only across nodes that are routinely related. "
- "There would have been no progress within PDS without shared interest."

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2. Addressing Shared Interests

- "PDS has a lot of enthusiastic people that will rally around shared interests. This is true across the disciplines. It's an area where PDS can continue to build on to strengthen the PDS-wide team."
- "The PDS requires collaboration, especially with the migration to DS4. As a whole, I believe this is what is happening."
- "Different disciplines in PDS use data differently and therefore have different way views of data managemetn issues. However, the common link of wanting facilitate the science usually bring us together. "
- "Leadership interacts regularly and has a well established and accepted process of decision making."
- "In the PDS there are many valid interests however some are contradictory. For example node independence is a valid interest due to diverse scientific disciplines. However the desire for interoperability requires compromise and some inter-dependence. Compromises are often difficult to obtain in the PDS."

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2. Addressing Shared Interests

- "I think the leadership team does have shared interests. Yet, are you (we) "addressing" shared interests across all disciplines? Perhaps some nodes with similar interests address those interests only among those nodes? If so, maybe that's OK?"
- "Team members have very different specific interests which sometimes get in the way of collaboration, however we share PDS's fundamental interest, our charter."
- "The interests of each discipline node are extremely diverse, and there is little that is shared across all nodes and/or functions. Widely varying concerns include number of users supported, amount of data curated and served, diversity of data formats, etc. However, there are common interests in archiving and serving data safely and efficiently, supporting missions effectively, and supporting data users."
- "Interests are very diverse, typically numerous diverse datasets vs. large, similar datasets. Interests are very different. Also diverse in reviewing procedures and diverse in tightness of standards, scientific assessments."

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2. Addressing Shared Interests

- "Superficially, the various team leaders seem to be working towards a single goal - preserving NASA's data legacy for present and future generations. Scratch the surface, though, and it quickly becomes clear that each discipline node, including mine, is more closely concerned with serving its own, discipline-specific community. The problem stems from having to establish standards and practices for wildly different disciplines with orders of magnitude differences in various needs. Of course each node wants to push the results to accommodate their own situation as far as possible, so they can spend their limited resources on user services rather than compliance."

2. Addressing Shared Interests

Actions/Exercises

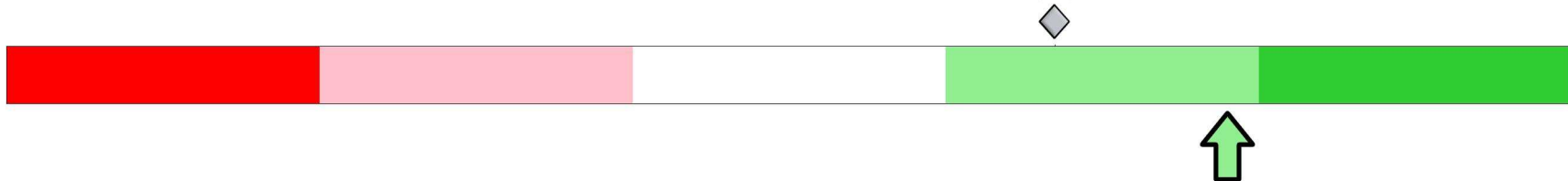
1. The most potent Shared Interests exercise is a joint activity with the two teams (organizations) who have difficulties working effectively together. Like other examples, you can:
 - a. Ask your 4-D Network Provider/CPM to conduct the (about 2 hours) Shared Interests exercise using our Workshop slides; or
 - b. Read the “Shared Interests” chapter in How NASA Builds Teams, then download and study the relevant slides and perform the exercise for your team.

3. Appropriately Including Others

If your team members fail to provide people the information, power, or rewards they believe they are entitled to, people may feel excluded. Then, they likely become angry, even if this was not intentional on your part. Then, they may “act-out” their anger at you, or your teammates, making work unpleasant and reducing productivity. In contrast, over-inclusion, as in inviting people to nonessential meetings or sending unnecessary e-mails wastes peoples’ time. Moreover, it may suggest that productivity is not important to you.

Team members can meet the standard by appropriately sharing power, information, and recognition, and avoiding wasteful over-inclusions.

↑ This Behavior ◆ Average of all Behaviors



These are the reasons our teammates rated our behavioral norm as they did:

- "MC includes all members of full team in discussion and working groups"

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3. Appropriately Including Others

- "Leadership is very open and a gracious. All viewpoints can be shared as openly as desired."
- "The PDSMC does a fine job of assessing the needs of the system-wide archiving task and establishing groups to focus on specifics. Monthly telecons and face-to-face meetings provide the means to inform of process and allow for minor corrections."
- "There are impressive attempts to share power, responsibility, and information. Leadership has been excellent at recognizing and acknowledging contributions. Rather than over-inclusion, the usual problem is that there aren't enough people to represent different viewpoints adequately. "
- "Leadership includes relevant PDS participants as needed."
- "That there is an effective PDS management council is a good example of sharing power. Other data activities do not that. "

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3. Appropriately Including Others

- "I observe this to be in effect, although formal (e.g., Group Achievement Awards) recognition could be greater. On occasion, time flies in the negative time we have allotted to work."
- "In general committee structure is well defined; however the Management Council Structure allows specific individuals to demand revisiting issues or calling for unplanned reviews. The upper administration deals with this relatively well. "
- "PDS leadership team is general open and inclusive except when holding executive sessions at their Management Council meetings. "
- "The PDS does a good job of making sure that everyone who wants to, has a say in a matter. "
- "My selection for this standard is my overall impression. However, there might also be an inconsistency regarding "including others". That is, early on there was an impression that only Node Lead input is welcome as MC input. Yet, some node tech staff do provide direct input to the MC. Other tech

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3. Appropriately Including Others

personnel may have input to provide but hesitate to do so out of “respect” of the impression mentioned above. Having said this, I suspect the MC leadership does welcome input from the tech and/or non-Node lead staff. If so (or not), perhaps this should be better communicated. I also recognize staff can provide input to their Node lead at any time as well.”

- "If you watch meetings within this group you can see a good deal of contention, but the contention is about real issues, and ultimately all key interests are accommodated."
- "The team's approach to inclusion is to invite everyone across PDS to management council meetings. At times, this is not appropriate, and "over-inclusion", but to limit attendance at this point could likely back-fire and cause people distress for not being included."
- "This is tough to rate because power, information, and recognition are really 3 separate issues. Withing PDS management, power is not shared down to my level, information is usually/fully shared, and recognition is over-shared. My answers would be more positive at the Node level."

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3. Appropriately Including Others

- "PDS will often trends to "over inclusion" trying to resolve items through committee, rather than smaller, focused teams."
- "In recent years in PDS, many additional inputs have been accepted, from managers, data engineers, scientists, mission team members, etc. But that has not always been the case. I am more comfortable with inclusion rather than exclusion, so I'm happy with the more recent changes. But, I would encourage more technical meetings and training events, so that such discussions need not be held by the MC. "
- "Some teams can be too large to work effectively"
- "I have been actively avoiding volunteering for committees for some time now because a) I can't meet deadlines I currently have, and b) I'm getting tired of various physicians yelling at me for having stress-related diseases. Over-inclusion is the principal problem here. At least part of it is a result of nodes not trusting that others will look out for their interests (or even understand them, come to that) if the node is not directly represented on every working group. Another part is general meetings where some presentations are so

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3. Appropriately Including Others

technical that half the room is there just to explain content to the other half. Further complicating this is a generally poor level of documentation, especially among the working groups. Where documentation exists it tends to be hard to read, poorly organized and/or seldom, if ever, indexed. So relying on reading the notes is not a satisfying alternative, in many cases."

3. Appropriately Including Others

Actions/Exercises

1. Gather your team together and give each member a 3x5 card. Ask them to write exclusions they observed or experienced, without naming specific culprits.
2. Then, on the other side, name all the over-inclusions they have observed or experienced, without naming specific culprits.
3. Take a break while a facilitator organizes each category on separate flip charts, combining similar items, then sequencing them top-down in order of decreasing frequency.
4. Then team members discuss the exclusions, then over-inclusions developing action items to address them.

4. Keeping All Your Agreements

It is essential to your success that others perceive you and your teammates as fully trustworthy. One very simple behavior demonstrates your integrity and trustworthiness to others – how rigorously you keep all your agreements.

Team members can meet the standard by only entering agreements they can keep, then rigorously keeping these agreements, while renegotiating problematic agreements before they break them.

↑ This Behavior ◆ Average of all Behaviors



These are the reasons our teammates rated our behavioral norm as they did:

- "Agreements, once established, are kept. Nobody back tracks."
- "Leadership rates very highly in this area in my opinion. Issues exist further down the food chain."

Continued on the next page

4. Keeping All Your Agreements

- "The team is professional and keeps their agreements."
- "No problems here."
- "Development of PDS4 would tax any system of collaboration. Keeping on schedule is difficult. I think we are more aware of the need to keep agreements than most groups. Actually doing it is an ongoing challenge. Our management team has become more efficient in detecting problems and attempting to anticipate them before they become a problem. "
- "The PDS does a good job of ensuring that team members keep their agreements. This is probably due to good meeting minutes and the identification and assignment of action items."
- "In general, the team is good at keeping agreements. Action items may drag on a bit, but are always ultimately addressed. "

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4. Keeping All Your Agreements

- "While the Leadership keeps all agreements, some teams are allowed to redefine deliverables to avoid missing deadlines. This effectively slips final deliveries without calling it such. "
- "A few people are horribly over-extended; most are just over-extended. The problems in this area are most obvious in the JPL component, where institutional hierarchy has been grafted into the PDS organizational structure. The remainder of PDS is a few people from a dozen different institutions all working together in a semi-voluntary atmosphere. The JPL situation is far better than when JPL provided overall management; I doubt there is a way to make it any better without losing coherence. Designing and operating a data system should not be done democratically; I am sometimes amazed at how well PDS does work. The answer has to be the common vision (however fuzzy) and the good will among the participants in trying to achieve it despite all the obstacles."

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4. Keeping All Your Agreements

- "I don't have any issues with trustworthiness in the PDS MC. In the few cases I can think of when a goal or deadline was not met, I was comfortable with the explanation of why that occurred."
- "I believe the PDS understands the importance of keeping agreements and works hard to meet them."
- "Agreements for the completion of work toward the PDS4 migration are fairly rigorously kept. Meetings to address problematic steps (i.e., problems that arise in the implementation) are negotiated and conducted."
- "Everyone is over committed but on the whole PDS people do a conscientious job of trying to meet commitments. Remember much of what we do hasn't been done before. "
- "Hard to assess, this one. I personally have stopped making new agreements (to work committees, e.g.) because I am already so over-committed I can't meet most of my obligations now. On the management side, I wonder if the constant call for more reviews for the PDS4 development effort is, in fact,

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4. Keeping All Your Agreements

some sort of subconscious punishment for not meeting the original, and in my opinion completely unrealistic, development expectations. [The expectations were, in turn, unrealistic because they were based in a faulty assumption - that the nodes would trust each other enough to delegate sections of design and development to small teams, or that one universally satisfactory standard could be discovered in a short period of time - despite 20 years of experience to the contrary.]"

- "not consistent on meeting agreements"
- "I don't think I can rate this topic for activity at the leadership level."

4. Keeping All Your Agreements

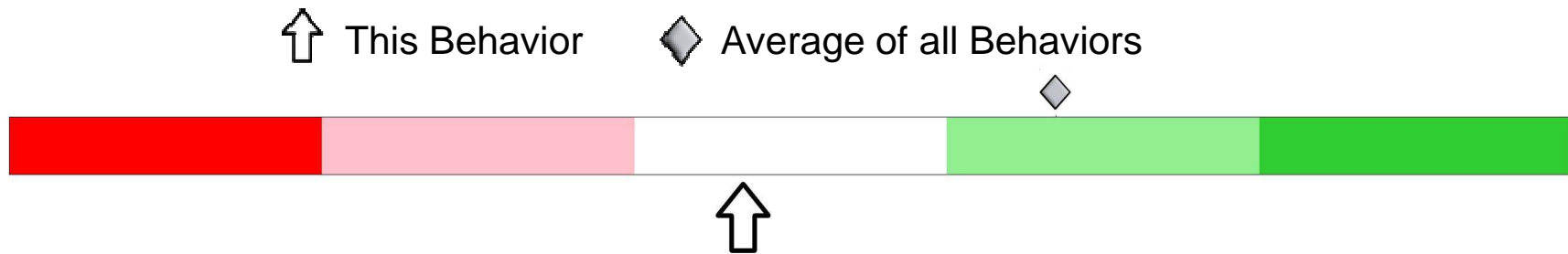
Actions/Exercises

1. Decide now collectively that will live in integrity, rigorously keeping all your agreements. When you make this “mindset-shift” you increasingly notice when you are entering agreements, and be more careful to only enter those you can keep.
2. Begin with all team members agreeing to arrive on time for meetings. (Of course, remove structural lateness, scheduling your meetings with perhaps 15 free minutes between them.) If you are permitted to do so, agree on a “sanction” for lateness. Our company has a penalty for being more than one minute to our weekly (on-line) staff meetings. Late people agree to augment their next (restaurant) tip by \$5. (We have inexpensive “atomic” clocks to synchronize time.

5. Expressing Reality-based Optimism

It is very natural for people to ignore unpleasant realities. Confronting unpleasant realities requires willingness and discipline. Unfortunately, the truth of such realities is the foundation for all creativity. Absent reality, useful creativity is unlikely.

Team members can meet the standard by holding optimistic mind-sets, while fully embracing unpleasant realities, and then advocating appealing and credible future outcomes.



These are the reasons our teammates rated our behavioral norm as they did:

- "Leadership is not color blind. There are red, yellow and green in status reports."
- "Thank you, Jim Green. That's a serious thank you, not one loaded with sarcasm or irony."

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5. Expressing Reality-based Optimism

- "See previous response. There have been very few instances in which PDS has seemed hopeless. Responding to NASA/OMB requests for measures of 'success' has been one."
- "Look at the monthly fever charts. PDS deals with this all the time and usually things get worked out."
- "Drawing again on the PDS4 example, team members have welcomed honest criticism and addressing of concerns that have arisen i this implementation, and worked them through. "
- "The team generally expresses reality-based optimism. Areas which tend to put a strain on this are funding uncretainties and timeliness of fund distributions from NASA, which are beyond the control of the PDSCMC."
- "The PDS Leadership seems to express realistic optimism despite the unpredictability of our type of work (federal budgets, evolving standards, etc)."

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5. Expressing Reality-based Optimism

- "There is a tendency toward perfection and not moving forward until all issues are resolved. The reality is that the diversity within the PDS requires an iterative approach that enables forward progress and that allows compromises to be worked out. "
- "in discussions MC is realistic"
- "PDS has made good progress in addressing some key challenges and having a plan going forward. I believe this has translated into vision/hope for PDS as as a whole."
- "Prior to the last few years, I would have answered fully to this question. Recently we've had the PDS4 elephant to deal with and we are all aware of how much is riding on the outcome."
- "I do think we need to do a better job of discussing "elephants" more publicly."
- "As with appreciation, I do hear optimistic comments, but to my ear they frequently sound forced. It seems to me like the management team often

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5. Expressing Reality-based Optimism

either isn't interested in or can't readily imagine solutions to our larger issues that involve entities outside NASA/PDS, and I think maybe that's part of the problem. As an organization, PDS is fairly specialized, so I think we run into the "when all you've got is a hammer" problem. There might also be some minor protectionist feeling at work ("We're the specialists - we're the ones who should know how to solve this", sort of thing). It makes for a fairly insular box. If the solution isn't inside, it's hard to imagine what might be useful outside. Also, meetings tend to focus on problems. I'm guessing that this is at least partly due to no one being willing to take time out of overburdened schedules or away from families just to congratulate each other. "

- "Some nodes are habitually poor performers. Yet this seems to be ignored by the leadership."
- "The nature of the PDS leadership team seems to be pessimistic."
- "The elephant in the room is the current budget. Our team is stretched very thin now. Anticipating undefined budgetary cuts has a tendency to deflate optimism. "

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5. Expressing Reality-based Optimism

- "Some unpleasant realities are ignored by management. For example monthly reports that show red."
- "The "optimistic mind "set is just not a PDS virtue. "

5. Expressing Reality-based Optimism

Actions/Exercises

Conduct the same “Elephants in the room” exercise that we conduct in our workshops.

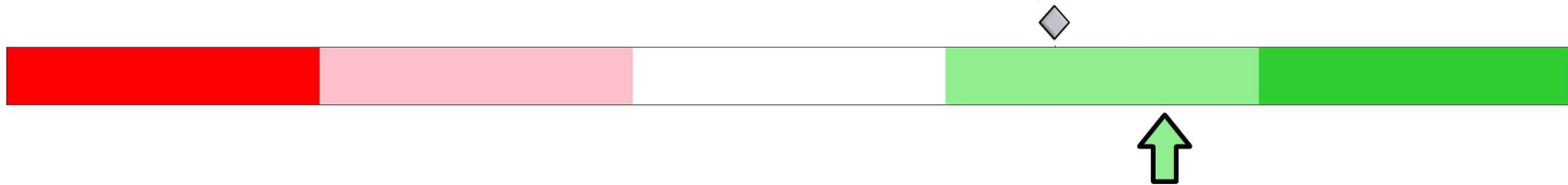
1. Again, give each team member a 3X5 card to write unpleasant realities (“Elephants”) that they prefer to ignore.
2. Record these on flipcharts in order of decreasing frequency, combining similar topics.
3. You may want to form groups of about 5 people to prioritize the Elephants. As each completes they report findings to the larger group.
4. Then have your 4-D Network Provider/ CPM process high-priority items with the Context Shifting Worksheet with the group.

6. Being Outcome Committed

Identifying the Outcomes that you care most deeply about allows you to focus your energy on what really matters to you. Moreover, 100% Commitment alters your perception, “magically” revealing the means to realizing the Outcome.

Team members can meet the standard by demonstrating 100% commitment to realizing their team’s essential Outcomes.

↑ This Behavior ♦ Average of all Behaviors



These are the reasons our teammates rated our behavioral norm as they did:

- "This is a strength of the PDSMC."
- "We are "Outcome Committed"."
- "Our PDS4 team IS OUTCOME COMMITTED."

[Continued on the next page](#)

6. Being Outcome Committed

- "Many of us have been committed to this service for a couple of decades. If you give up that much of your career you are committed."
- "PDS management is fully committed to the essential outcomes of the mission. I rated this a bit less than fully because I think that there needs to be a stronger management presence in the PDS4 development area since so much is riding on the outcome."
- "team is results driven to make working solution"
- "Top Leadership is fully committed. Some local leadership less so."
- "The PDS has improved in identifying and committing to their essential outcomes."
- "Here's the thing: I think most members of the team are pretty committed to the outcome they envision. I just don't think those visions are in sync across the organization. Individual nodes have achieved some outstanding successes in serving their communities, for example, where I suspect vision is shared. The lack of synchronicity becomes immediately apparent,

Continued on the next page

6. Being Outcome Committed

however, in discussions on PDS-wide policies, standards and implementations. Everybody wants a "better system". No two people have the same vision of what that "better system" is."

- "I think PDS MC does a reasonably good job of planning for major events (PDS4 development is a good example). But, actually implementing change is a long-term process that can't always be rushed."
- "I don't see PDS ever realizing its essential outcomes. When 80% to an outcome, the goal changes. But the new goal is equally exciting and challenging. In practical terms, PDS is 100% committed to reaching 80% of a series of ever larger outcomes -- and that's OK."
- "Most team members work toward this goal, and management encourages this outcome. I do observe some reliance on dinosaur input limiting outcome."
- "PDS is committed to improving itself. This is evident through the backing of PDS4 which has required a commitment on the part of PDS and HQ."

6. Being Outcome Committed

Actions/Exercises

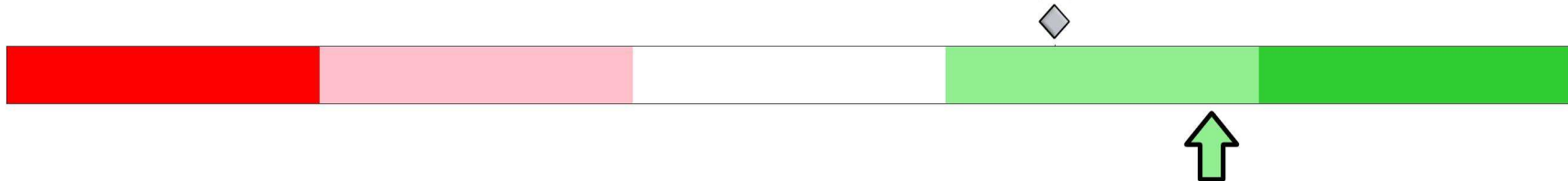
This behavior is rooted in deep introspection by individual team members. People are examining nothing less than the meaning and purposes of their lives. Once again, we recommend that you have your 4-D Network Provider/ CPM provide the module in this topic extracted from our three-day Workshop slides. This is a powerful and moving experience.

7. Resisting Blaming or Complaining

Blaming or Complaining are dangerous habits. Blaming can take you into the “drama state” of “Blamer.” The Blamer’s assignment of responsibility for the “mess” is both certain and wrong. Thus, they are unable to address the real cause of their difficulty. Complaining can take you into “Victim” state. The Victim concludes that the situation is hopeless, and chooses helplessness, abandoning their ability to take action. Finally, when teams tolerate these behaviors, they can spread like a cancer.

Team members can meet the standard by avoiding blaming or complaining, and being intolerant of blaming or complaining by others.

↑ This Behavior ◆ Average of all Behaviors



These are the reasons our teammates rated our behavioral norm as they did:

- "Everyone complains sometime but I haven't encountered excessive blaming or complaining. "

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7. Resisting Blaming or Complaining

- "Leadership avoids blaming or complaining, in some instances to a fault. Issues of delayed delivery of key designs and services are not fully addressed. This is perhaps a "reality facing" issue."
- "decisions accepted without blame"
- "Little blame is given to others within the PDS team, yet we sometimes feel like victims. The PDS has long been a focus of the occasional external sniper who will bad-mouth the team's work regardless of the improvements and advances that are made to the PDS. "
- "Not often, but there were a few occasions that the leadership team pointed fingers at others."
- "I see little blaming or complaining"
- "Perhaps this occurred earlier in PDS' history and the current MC has been in existence for a long time, but I see little/no public blaming, and remarkably restrained private blaming of individuals. Problems are dealt with openly and then the MC moves on to the next step to bbe accomplished."

Continued on the next page

7. Resisting Blaming or Complaining

- "I would expect over-worked people chasing ever more difficult outcomes to complain. There is some; but it's usually directed at people and institutions not in the discussion. And it's often made with an understanding of the constraints under which the 'victim' must operate."
- "I think there's some element of blaming and counting of transgressions rather than successes in PDSMC. But I don't think victimization or blame are major issues, and overall the group remains relatively positive."
- "Once in awhile people have a right to complain. It clears the air and helps management sense problems that need fixed. I'd rather work with people who occasionally complain that deal with Polly Annas."
- "There is a valid tendency to want to find problems but thankfully there is not a tendency to always find a victim."
- "PDS can sometimes get distracted by focusing on negative comments which do not have a constructive outcome. "

Continued on the next page

7. Resisting Blaming or Complaining

- "There is much more drama than is healthy in the PDS4 development area. A stronger management presence might reduce the drama and improve the teamwork. "
- "Again, a split decision. I see little of these behaviours in management meetings, but the working groups I'm on are a completely different story. Blame tends to go to amorphous entities, but the victim culture is alive and thriving. Of course, we're all over-committed and failing to meet deadlines, which of course actually does affect our colleagues, so we feel guilty, etc... There's clearly a feedback loop at work here. It makes me nuts to listen to myself explaining that I missed a deadline (again) because I was out sick (again) with some stress-induced or -complicated illness (again)... I'm doing it now, aren't I?"
- "Members of the group do have "strong opinions, strongly held" and can be intolerant of others opinions."
- "I'm honestly not sure as I am not "in the loop" at a level where I might witness blaming and complaining among the various PDS Leadership."

7. Resisting Blaming or Complaining

Actions/Exercises

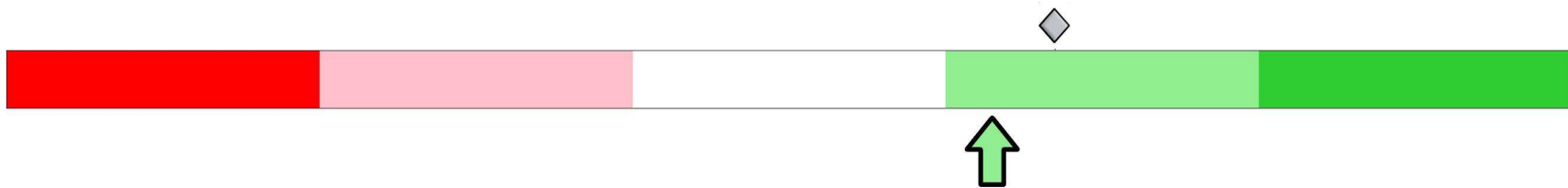
1. Your first step is for you to collectively decide that you do not want drama in your team's social context;
2. Then, request individuals' permission to point out their blaming or complaining when you notice it; and
3. Commit to collectively refusing to participate in victim "clubs" where victims support each other, playing "Ain't it awful" together.

8. Roles, Accountability and Authority (RAAs)

As we worked with teams over the years, helping them clarify their RAAs, an important finding emerged. Accountability trumps everything. If team members are not clear about the results they are Accountable to produce, any success you realize is pure chance. This is not OK.

Team members can meet the standard by defining and communicating their Roles, Accountability and Authority (RAAs) to the people who need to understand and/or approve them.

↑ This Behavior ♦ Average of all Behaviors



These are the reasons our teammates rated our behavioral norm as they did:

- "RAAs are generally well-defined and effective."
- "The roles and accountability are clear throughout PDS. Everyone wishes he/she had more authority but understands those limitations also. Except within the JPL hierarchy (see response on page 5) most of the interactions

[Continued on the next page](#)

8. Roles, Accountability and Authority (RAAs)

are surprisingly equal. When votes or decisions are needed, they are often very one-sided, indicating consensus. So far as I'm aware, the results of those votes have been observed."

- "I have a clear understanding of what and when the groups that I work with are expected to deliver. "
- "I think PDS handles RAA well. We know our roles, what we need to do and are given authority to do it."
- "It is still not that clear what AMES' role should be and what's their contribution."
- "Roles, accountability and authority are very clear. However, accountability is sometimes lacking."
- "Authority is sometimes not clear in the PDS. "

Continued on the next page

8. Roles, Accountability and Authority (RAAs)

- "Once again, Roles, Accountability, and Authority are really 3 different areas of assessment. I think we're doing pretty good on the first two and less well in the area of authority."
- "Each team member understands his individual RAA for his Node, however it's not always clear who has the RAA for PDS-wide decisions."
- "I think PDS has a pretty clear understanding of this. There is room for improvement, but PDS does have a structure that is well defined."
- "We could do a better job clarifying roles and responsibilities. In recent months in particular these have become less clear."
- "The group is pretty good about this."
- "Once again, hard to assess. For all the work PDS is supposed to do and all the tasks it accomplishes, the pool of available workers is shockingly small. For example, I'm expected to have expertise in software design, software implementation, data standards within the PDS, all standards referenced in any PDS discussions, data storage options, and user interface design. I often

Continued on the next page

8. Roles, Accountability and Authority (RAAs)

find myself looking around for an expert to defer to, but there aren't any. And yet we have to make decisions that will affect our operations and agency relationships for decades (unless, of course, we REALLY screw it up). So while it might be possible to draw boxes around some roles in some nodes (managers decide policy and interact with outside entities, non-managers do everything else) when it comes to defining actual, detailed roles and responsibilities, I wouldn't know where to begin drawing lines. And in some nodes, managers contribute significantly to design and development efforts as well."

- "Myself included, I am not sure we handle definition of roles well, but roles are understood and respected. I suspect that part of this is because I am a later-comer to the project."
- "roles are not well defined between MC and HQ"
- "I selected this relatively ~low indicator since I suppose I don't really know if RAAs are clearly defined or understood across the PDS leadership."

Continued on the next page

8. Roles, Accountability and Authority (RAAs)

- "It is not clear how the RAAs are split among PDS leadership members."
- "An example is the development and implementation of PDS4, which seems to be confused, poorly scheduled, and sometimes lacking vision."

8. Roles, Accountability and Authority (RAAs)

Actions/Exercises

This is one of the easier behaviors to improve/master. Here are two options to improve your RAAs:

1. We have developed a very popular one day “RAA Event” that your 4-D Network Provider/CPM can provide for you team.
2. All team members agree to take action themselves:
 - a. Download the Workshop Workbook from www.NASAt teambuilding.com and print the “RAA worksheet” at the end.
 - b. Fill out the worksheet, then
 - c. Discuss your RAAs with your supervisor, obtaining his or her approval.

You will likely see a significantly higher score for this behavior in your next reassessment."

The "Plus" Question

Attributes of our team that support good teamwork:

- "Everyone in PDS shares the goal of creating long term stable and accessible archives. "
- "Have shared vision, goals and roadmap."
- "Everyone is pretty much on the same page with the same end goal in mind. Leadership is onboard and is helping to achieve the goals by placing the appropriate emphasis and resources in the mission critical areas. "
- "PDS has made an effort to commit to working across disciplines. If these are tied to recognizable goals/milestone, that seems to work well. Those need to be tied to a long-term vision/plan that everyone can work towards."

Continued on the next page.

The "Plus" Question

- "Dan Crichton is a goos manager. He keeps goals in mind while dealing with the needs of individuals."
- "Each team member is committed to the work of the PDS - creating a long term science archive. Each team member demonstrates respect for other team members. Each team member is dedicated to the success if his Node."
- "Common belief in the system (PDS) and its success."
- "Believing what we are doing is useful. Dedication Willingness of serve Trust"
- "There is constant, conscious effort to take into account the needs of all parties, internal and external. I don't really ever get the feeling that one group is trying to throw another under the bus, as it were, in order to gain the advantage. Neither do I see one person dismissing the concerns of a colleague because they are not relevant to first person's situation. I take that

Continued on the next page.

The "Plus" Question

as an indication that there is, under it all, a genuine respect for work being done by and at each node from the other node personnel."

- "mutual respect"
- "Substantial professional expertise"
- "Strong commitment to our shared goals"
- "Major common goals, acceptance of diversity among perspectives and capabilities."
- "The people are very smart. The leadership has been benevolent and remarkably insightful about NASA and community desires and attitudes. The 'job' of making PDS function has always been much bigger than any overworked turf warrior could imagine hoarding. The mission is valid and almost achievable."

Continued on the next page.

The "Plus" Question

- "There is a great deal of shared history within the PDS team, this helps what could otherwise be process that never closes on conclusions. The group argues, but in the end, takes a vote and moves on."
- "More true discussion, as opposed to reporting, would help."
- "N/A"
- "Communication, open discussion of problems, honoring commitments."
- "inclusion of all opinions from full team"
- "Tolerance and mutual support"
- "The federation concept of the PDSCMC goes a long way to ensure that we work effectively as a team. Generally, everyone is respectful and supportive of their colleagues. "

Continued on the next page.

The "Plus" Question

- "The whole team cares deeply about the mission and vision of the PDS."
- "Cascading delegation of authority. The current organization of management council, project manager, project scientists, nodes and working groups is a nearly perfect balance of task aligned focus and delegation of authority. "
- "The team in general is good at allowing everyone have a say and listening to what they have to say."
- "Communications via PDS meetings (telecons and F2F), science element/interest integrated within Data System activities, cross discipline sharing (data and technology) where appropriate, "

The "Plus" Question

Actions/Exercises

These comments are an excellent source of team-appreciation material. Edit the comments to improve the grammar and consistency. You might post this document in your conference rooms to enhance your “glad-group” emotions, uplifting your team during difficult times.

The "Delta" Question

Actions we could take to improve our team's performance:

- "Better top-down management of PDS4 in terms of objectives, schedule, and responsibilities."
- "Identify and agree on the areas that need improvement and take action to address them in a timely manner."
- "We need a much stronger management presence in the PDS4 development team. The current system requires nearly unanimous agreement to move forward on issues. A good manager knows that not everyone is going to be happy every time. Decisions need to be made in a timely manner in order to meet schedule."
- "Recognition of the teams is really important. People need to feel valued and appreciated. That will go along way in motivating the teams. Often, PDS can

Continued on the next page.

The "Delta" Question

get mired in details, and forgets to appreciate how far the teams have come in realizing its goals. If those teams are recognized, I believe the results will continue to compound in the future."

- "Develop a system for assuring that revisiting issues is minimized."
- "Find a way to drive to decisions and closure more quickly. Several things impede this: too many voices, the solution must be perfect, seeking concurrence on all issues."
- "My suggestions are possibly not developmental. BUT some time is wasted on exercises and work that does not affect the outcome of the PDS (not referring to this exercise, but to other funded studies and approaches that are time-consuming and largely irrelevant)."
- "We tend to be a debating society. Sometimes it takes awhile to get to the point."

Continued on the next page.

The "Delta" Question

- "Seriously and objectively recalibrate expectations based on the actual manpower and expertise available, including taking into account human needs for things like vacation (I currently have over two months of accumulated leave I have no idea if I'll ever be able to take). Milestone charts are shown at meetings and people will laugh and say, "So, you're not planning to take vacation, right?" I lost my ability to laugh at that joke three years ago - the last time I had a vacation."
- "Resist the urge to second-guess decisions already made"
- "Clarify roles and responsibilities."
- "We need a slightly more realistic approach to what we're achieving. Being optimistic and charitable with our praise has its place; but we should admit every now and then that we aren't quite where we thought we should be. That doesn't have to lead to blame; the tasks are daunting and not always fully understood when begun."

Continued on the next page.

The "Delta" Question

- "We need a way to learn to share the challenges that other nodes face with respect to the unique histories of their underlying disciplines."
- "As in previous question - more true discussion in MC rather than reporting"
- "N/A"
- "Timely responses to specific questions"
- "clearly define agreements and roles"
- "Highly skilled professionals should not do low-skill work that secretary or assistants can do"
- "Sometimes, the "me" personality of a node comes through. Our individual strengths are important, and should be supported. However, the occasional

Continued on the next page.

The "Delta" Question

desire to benefit oneself as opposed to the vision and direction of the PDS should be given a lot of thought before acted upon."

- "Improve the decision making process. Often issues are discussed without resolution."
- "More accountability. When a team misses a deadline, don't allow the deliverable to be re-defined. Call it a miss and address the issue. We can become more effective and nimble."
- "Allowing everyone to have their say sometimes results in confusion. It might be useful to formalize discussions a little to allow suggestions to be vetted, analyzed, etc, before decisions are made."
- "Take serious and respond to outcome of this assessment."

The "Delta" Question

Actions/Exercises

These comments provide an excellent source of performance-enhancing action items. One reason these action items are so potent is that you bring customized teambuilding processes into your work context in ways that make sense to you.

You might find it useful to select both action items you can complete within your team, and actions that require assistance from outside your team. Note: An action-item has three components: a designated responsible individual; a statement of work; and a due-date.

Now, Take Action

- Select one or two behaviors for special attention
- Read and discuss the appropriate chapters in How NASA Builds Teams
- Schedule your next Team Development Assessment (TDA)
- Add a 5 to 10 minute discussion of one of the eight behaviors to the start of each (weekly) staff meeting
- Schedule a three-day workshop (or behavior-specific sub-modules) with your 4-D Network Provider

These action items bring performance enhancement into your work context.
“Where attention goes, power flows.”